

UNIVERSITY OF TORONTO

THE COURSE IN

INSTITUTIONAL  
MANAGEMENT



DEPARTMENT OF  
UNIVERSITY EXTENSION

1948 · 1949 · 1950



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## ADMINISTRATIVE STAFF

### THE UNIVERSITY

<i>President</i> .....	Sidney E. Smith, K.C., M.A., LL.B., D.C.L.
<i>Registrar</i> .....	A. B. Fennell, M.C., M.A.
<i>Librarian</i> .....	W. S. Wallace, M.A., F.R.S.C., LL.D.
<i>Warden of Hart House</i> .....	N. Ignatieff, M.B.E., B.A.SC.
<i>Director of University Extension</i> .....	W. J. Dunlop, B.A., B.PAED., LL.D.
<i>Comptroller</i> .....	R. E. Spence, B.A., A.C.A.
<i>Bursar and Secretary to the Board of Governors</i> .....	C. E. Higginbottom
<i>Superintendent of Buildings and Grounds</i> .....	A. D. LePan, B.A.SC.
<i>Chief Accountant</i> .....	G. L. Court, D.F.C., B.COM., C.A.
<i>Director of University Health Service</i> .....	C. D. Gossage, O.B.E., M.D., F.R.C.S.
<i>Assistant Director of University Health Service for Women</i> .....	Miss F. H. Stewart, B.A., M.D.
<i>General Manager of the University of Toronto Press</i> .....	A. G. Burns, B.A.

### DEPARTMENT OF UNIVERSITY EXTENSION

<i>Director</i> .....	W. J. Dunlop, B.A., B.PAED., LL.D.
<i>Associate Director</i> .....	B. W. Sharpe, M.A.
<i>Associate Director</i> .....	W. Arch Bryce, B.A.
<i>Associate Director</i> .....	J. Roy Gilley, B.A.SC.
<i>Supervisor of Course in Institutional Management</i> .....	Stuart F. Cork, B.A.
<i>Secretary</i> .....	Miss Dorothy Milner
<i>Assistant to the Director</i> .....	Miss Beatrice Alexander

All correspondence should be addressed to the Supervisor, Course in Institutional Management, Department of University Extension, 67 St. George Street, University of Toronto, Toronto 5, Ontario, Canada.

## TEACHING STAFF

### COURSE IN INSTITUTIONAL MANAGEMENT

Stuart F. Cork, B.A.....	<i>Supervisor of Course</i>
Gordon J. Aldridge, M.A.....	<i>Psychology</i>
A. E. Berry, M.A.Sc., C.E., PH.D.....	<i>Sanitation</i>
Associate Professor of Public Health Engineering (part time); Director, Sanitary Engineering Division, Department of Health, Province of Ontario.	
C. H. Campbell, B.A.....	<i>English</i>
Mrs. Stuart F. Cork.....	<i>Resort Operating</i>
Proprietor, Birch Island Lodge, Little Current, Ontario.	
Miss Jacqueline Earl, B.A., B.COM.....	<i>Personnel Administration</i>
W. J. Feasby, M.A.....	<i>History</i>
J. A. C. Grant, B.Sc.F.....	<i>Forestry</i>
V. C. Gruneau, B.A.....	<i>Economics</i>
F. G. Jackson, B.Sc.F.....	<i>Forestry</i>
George A. Martin.....	<i>Advertising and Sales Promotion</i>
Past President, Tourist Resorts Section, The Hotel Association of Ontario; Proprietor, Wigwassan Lodge, Wigwassan, Ontario.	
D. Stewart MacDonald, M.A.....	<i>Psychology</i>
Mrs. Dorothy Read-Marks Mackenzie, A.B.....	<i>Interior Decorating</i>
J. H. McGuinness, B.A., LL.B.....	<i>Business Law</i>
Morton W. Rashkis, C.A.....	<i>Accounting</i>
Miss Ruth Park, B.A.....	<i>Food Department Management</i>
Past President, Canadian Dietetic Association.	
Karel R. Rybka, M.E., D.Sc., M.E.I.C.....	<i>Institutional Engineering</i>
H. J. Waisglas, M.A., B.COM.....	<i>Economics</i>

### VISITING AND PART-TIME LECTURERS

Leslie Aitken, <i>Proprietor, Windermere House, Windermere, Ontario.</i>	
F. Baldwin, B.A. <i>Proprietor, The Baldwins' Maple Leaf Lodge, Windermere, Ontario.</i>	
M. U. Bates, <i>Proprietor, Bates' Camp, Metagama, Ontario.</i>	
John Burton, <i>Laundry Manager, Toronto General Hospital.</i>	
Ernest Calvert, PHM.B., <i>Proprietor, Calvert's Camps, Rainy River P.O., Ontario.</i>	
D. J. Caswell, <i>Past President, the Hotel Association of Ontario; Vice-President, the Cornell Society of Hotelmen; Proprietor, Hotel Bernard, Sundridge, Ontario.</i>	

- A. R. Davey,  
*Department of Health, Province of Ontario.*
- Major A. B. Garrow, B.A.SC.,  
*Gooderham and Worts, Limited.*
- Mrs. Louise Girvan,  
*Travel Consultant.*
- Kendall Hanson,  
*Secretary, Northern Ontario Outfitters' Association, Wilderness Lodge, Nestor Falls, Ontario.*
- Cecil Irwin, B.SC.F.,  
*Proprietor, Sherwood Forest Inn, Carnarvon, Ontario.*
- Col. W. W. Johnson, O.B.E., D.S.O., M.C., E.D., M.SC.,  
*General Tourist Agent, Ontario Northland Railway, Temagami, Ontario.*
- Keith Kingsland,  
*Kingsland and Marien, Dominion Bank Chambers, Toronto.*
- J. W. Madden,  
*Outboard, Marine and Manufacturing Co., Peterborough, Ontario.*
- Val F. Mason,  
*Secretary, Toronto Hunt Club.*
- Franklin Moore,  
*Penn-Harris Hotel, Harrisburg, Penna., U.S.A.*
- R. F. Nelson,  
*Public Relations Counsel, Virginia State Chamber of Commerce, Richmond, Va., U.S.A.*
- Lt. Col. L. C. Parkinson, M.B.E.,  
*Assistant Manager, Royal York Hotel, Toronto.*
- A. M. Reid,  
*Property Manager, Home Smith & Company.*
- J. E. Ritchie, B.A.SC.,  
*Deputy Fire Marshal, Province of Ontario.*
- Judge W. T. Robb, B.A., LL.B., K.C.,  
*Chairman, Liquor Licence Board of Ontario.*
- W. A. Stead,  
*Manager, General Brock Hotel, Niagara Falls, Ont.*
- Harold Wakefield,  
*Director of Personnel, General Hospital, Toronto.*
- Gilbert Watson,  
*President, Tourist Section of the Hotel Association of Ontario, Proprietor, Gil-Mar Lodge, Dunsford, Ontario.*
- D. H. Wood,  
*Outboard, Marine and Manufacturing Co., Peterborough, Ontario.*



## MEMBERS OF THE STAFF OF THE DEPARTMENT OF TRAVEL AND PUBLICITY, OF THE PROVINCE OF ONTARIO

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G. H. MacLean, *Director of the Information Branch.*

Lt.-Col. D. C. Crowe, *Director of the Development Branch.*

Clint H. Melville, *Winter Sports and Photography.*

Captain Morgan Carry, *Executive Assistant to the Deputy Minister.*

## MEMBERS OF THE STAFF OF THE ROYAL ONTARIO MUSEUM

Professor J. R. Dymond, O.B.E., M.A., F.R.S.C.; S. C. Downing; C. D. Fowle;  
F. E. J. Fry, M.A., Ph.D.; C. E. Hope; Miss V. Kohler; R. R. Langford,  
B.SC.SASK., PH.D.; R. L. Peterson, B.SC.TEX.; W. B. Scott, B.A.; L. L. Snyder;  
A. H. Taylor; F. A. Urquhart, M.A., PH.D.

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DeMings; R. Finnie; E. Martin; Mrs. D. McIlwain; H. Sedgwick; T. A.  
Sedgwick; F. Rae; D. Sheehan; P. Stover; J. Sylvester.



## CALENDAR 1948 - 1949

### 1948

July 1	.. Thursday	.. Dominion Day. University buildings closed.
August 2	.. Monday	.. Civic Holiday. University buildings closed.
September 6	.. Monday	.. Labour Day. University buildings closed.
September 21	.. Tuesday	.. Academic year begins at 9 a.m. Last day for receiving fees.
September 22	.. Wednesday	.. The opening address by the President to the students of all faculties and schools at 3.45 p.m. in Convocation Hall.
October 9	.. Saturday	.. Meeting of the Caput.
October 11	.. Monday	.. Thanksgiving Day. University buildings closed.
November 11	.. Thursday	.. Remembrance Day. Service at 10.45 a.m. Lectures and laboratory classes withdrawn from 10 a.m. to 11.15 a.m.
December 17	.. Friday	.. Last day of lectures. Term ends at 5 p.m.
December 25	.. Saturday	.. Christmas Day. University buildings closed.

### 1949

January 1	.. Saturday	.. New Year's Day. University buildings closed.
January 4	.. Tuesday	.. Easter Term begins. Lectures commence at 9 a.m.
April 15	.. Friday	.. Good Friday. University buildings closed.
April 16	.. Saturday	.. Lectures and laboratory classes withdrawn.
April 20	.. Wednesday	.. Annual examinations in the Faculty of Arts commence.
May 24	.. Tuesday	.. Victoria Day. University buildings closed.
June 1, 2, 3	.. Wednesday, Thursday, Friday	.. University Commencement.

# THE DEPARTMENT OF UNIVERSITY EXTENSION

## GENERAL INFORMATION

The Course in Institutional Management, the first of its kind to be offered by a Canadian University, was established at the request of the Department of Planning and Development and the Department of Travel and Publicity of the Government of Ontario, after consultations with representatives of various institutional organizations of the Province.

Over a period of years the Hotel Association of Ontario and other organizations and individuals concerned with the increasingly important tourist industry had been advocating the establishment of training courses for hotel and resort personnel. Even before the close of the Second World War, many service men and women had indicated their intention of making their livelihood in the tourist business and had sought training which would be helpful to them in this field. The advisory committees, called together to discuss the courses which were to constitute part of the rehabilitation programme, felt that all types of institutions might well be included with the hotel and travel industry, as certain basic principles can be applied to all and there would be additional opportunities for employment at administration and operation levels.

Although the Course was inaugurated as timely assistance for the re-establishment of veterans, it is being continued on a permanent basis. In the class of '49 approximately 25% are non Ex-Service, and it is expected that the class commencing in the autumn of 1948 will contain few veterans.

The purpose of the Course is to provide training for men and women which will be of assistance to them in attaining executive positions in institutions such as hotels, seasonal and all-year tourist resorts, hospitals and clubs, or in operating tourist resorts or other institutions of their own. This is a very wide field requiring study in many branches of human knowledge and involving the common problems of supplying certain essential services to people. It is not concerned with the training of chefs, waiters, etc., but with the study of the basic principles and practices of institutional operation, together with the broadening elements of a liberal education applying to the Institutional Management field.

The Course is conducted by the Department of University Extension, and consists of two sessions of seven months each, from October 1st to April 30th. Of necessity the time-table varies from week to week, but there are usually from 15 to 20 lectures weekly with additional study assignments set during the term. It is recommended that the students make use of the period between sessions to obtain practical experience. Assistance is given in seeking summer employment. On the successful completion of the Course a Certificate of Achievement is awarded.

Besides the regular staff, hotel executives and others actually engaged in some phase of institutional management give generously of their time through lectures on topics with which they are particularly familiar. The lectures are given in various buildings of the University. Use is also made of the facilities of the School of Food Technology, Ryerson Institute, Toronto.

## ADMISSION REQUIREMENTS

A candidate for admission to the First Year of the Course must be 18

years of age or over, and must submit the Ontario Secondary School Graduation Diploma (Grade XII) or its equivalent.

The University residences, with their limited accommodation, are not available to Institutional Management students.

By order of the Board of Governors students admitted must at the time of the first medical examination by the University Health Service present satisfactory evidence of successful vaccination, or must be vaccinated by the examining physician.

Application forms may be obtained from the office of the Supervisor, Course in Institutional Management, Department of University Extension, 67 St. George Street, University of Toronto, Toronto 5, Ontario, Canada.

## DISCIPLINE

There is vested in the Council of each federated university or college and of each faculty disciplinary jurisdiction over and entire responsibility for the conduct of their students in respect of all matters arising or occurring in or upon their respective buildings and grounds, including residences.

Disciplinary jurisdiction in all other cases as respects all students is vested in the Caput.

The Students' Administrative Council in the discharge of all duties entrusted to it will be supported in the due discharge of those duties by the disciplinary power of the Caput.

No student will be allowed to continue in attendance, whose presence is deemed by the Council of his college or faculty to be prejudicial to the interests of the University. The continuance of any student in attendance at a course in the University or the receipt by him of official certificates of standing or of graduation, is subject to such exercise of the disciplinary power of the Caput as may be necessary to enforce the regulations of the University and to maintain standards of personal conduct acceptable to the University. In the exercise of its disciplinary power, in the interest both of the University and of the student, the Caput will take into consideration the conduct of the student both inside and outside the University premises. In all cases an appeal to the Board of Governors may be made.

Students proceeding regularly to the degree are required to attend the courses of instruction and the examinations in all subjects prescribed for students of their respective standing, and no student will be permitted to remain in the University who persistently neglects his academic work.

Unless special permission is granted by the Council of the faculty concerned, a student will not be permitted further registration or examination in the University if, at the end of two sessions spent in the same year of the course in which he is registered, he has failed to obtain the standing necessary to qualify him for registration in the succeeding year of the course. An appeal from the decision of the Faculty Council may be made to the Senate.

All interference on the part of any student with the personal liberty of another by arresting him, or summoning him to appear before any tribunal of students, or otherwise subjecting him to any indignity or personal violence, is forbidden by the Caput and by the Councils of the colleges and faculties.

No initiation ceremony involving physical violence, personal indignity, interference with personal liberty, or destruction of property, may be held





C.B. ABERDEEN



H. ALLARD



D.W. ATKINS



J.E. BAILEY



J. BARCLAY



D.W. BERG



C.G. BURTON



M. CHESHER



J. CHOMICKI



H.D. CHRISTIE



E.J. COWAN



W.A. CRANE



W.E. FEE



J.B. FELL



K.M. FLETCHER



F. FLYNN



A. FORSELL



G.K. FRASER



J.E. GIARRATANA



A.S. HART



A. HARVEY



W.H. HOWES



F.R. HUFF



H.H. JACKSON



C.A. JOHNSON



A.W. LORT



R.G. MCEUTHEN



G.A. MCCUTCHEON



S. KELLETT



M.W. MCMAHON



J.G. MALINOWSKY



J.A. MARTIN



R.S. SCOTT



H.R. MILLER



R.R. MILTON



F.G. MOLONEY



T.H. MONTLE



DR. W.J. DUNLOP  
DIRECTOR, UNIVERSITY EXTENSION



G.K. ROLLAND



H.W. RUTLEDGE



T.O. RYAN



E. RYSEK



R. SANDERSON



R.G. SAUNDERS



S. STENBERG



A.V. SULLIVAN



D.J. SULLIVAN



A. TORGESSEN



L. THOMAS



J. THORN



V. TUEB

# INSTITUTIONAL GRADUATING UNIVERSITY







W.H. BRATT



M. BROOKER



N.A. BROWN



R. BRUNELLE



R.C. BUCHHOLZ



J.F. BURGESS



W.W. DELANCEY



E.E. DENSMORE



E.C. DORNBUSH



W.T. EDMUNDS



S.L. EDWARDS



H.M. ENNIS



C. GILDNER



W.A. GRAHAM



C.W.D. GREEN



J.F. GREEN



M.D. HAINES



A. HARDY



R.J. HARPER



W. KENNEY



E.B. KERR



D.W. KERR



W.B. KIDD



E.T. KLISNICK



O.H. LEWIS

# MANAGEMENT CLASS - 1948 OF TORONTO



A.F. CAWDLE



I.A. MACDONALD



F.R. MCINTOSH



M.M. MCLEAN



L.D. BOND  
SECRETARY



B. MAXWELL



A.H. MEACOCK



A.D. MEE



S.F. CORK B.A.  
SUPERVISOR



R.G. MUNN



P. NEWELL



W.P. NORRIS



M.F. O'HEIR



E.A. SHENFIELD



H.B. SIMMONS



J.C. SMITH



G.W. STEVENS



D. STEWARD



A.E. STINSON



J. WALLBRIDGE



B.J. WARD



W.W. WARD



H.C. WALTON



H. WILSON



W.R. WINTER



G. WOODS

TORONTO  
MANAGEMENT CLASS  
1948

by the students of any college or faculty of the University under the penalty of suspension or expulsion.

Any reception of the students of the first year in any college or faculty must be approved by the Council of that college or faculty, but such reception must not involve any infraction of the regulations of the two preceding paragraphs.

The organizing of a parade in the streets of the city or the taking part in such parade without the permission of the authorities of the city on application of the Students' Administrative Council will be regarded as a breach of discipline.

The use of loud-speaking equipment in University buildings or grounds, whether stationary or moving, or whether operated by students or others, is forbidden except by permission of the Board of Governors or the Caput.

Any individual or individuals directly responsible for an undesirable feature in connection with any Stunt Night or other entertainment given under the auspices of a student organization will be subject to disciplinary action by the Caput.

A committee of staff and students appointed by the Council of the college, faculty, or school concerned will provide effective supervision of the programmes of all Stunt Nights and other public entertainments and will see that the programme follows the script as approved by the Council concerned.

The holding of beauty contests or similar exhibitions by university students, whether under the name of the University or under the auspices of organizations recognized by the Caput, is forbidden.

The constitution of every university society or association of students in any college, faculty, or school, and all amendments to any such constitution must be submitted to the Caput. Responsibility for the conduct and programmes of each society or association of students drawing its membership from a single college, faculty, or school shall rest with the Council of the college, faculty, or school concerned. Responsibility for the programmes arranged by the committees of Hart House and controlled by the Board of Stewards of Hart House shall rest with the Board of Stewards. Responsibility for the conduct and programmes of every other society or association of students shall rest with the Caput.

The name of the University is not to be used in connection with a publication of any kind without the permission of the Caput.

Students of any faculty or college on the premises of colleges or faculties other than those in which they are registered shall be subject to the regulations and penalties imposed by the administrative authorities of the premises concerned.

A student who is under suspension, or who has been expelled from a college or faculty or from the University, will not be admitted to the university buildings or grounds.

## UNIVERSITY HEALTH SERVICE

I. *Membership*: Membership in the University Health Service is obligatory for all Institutional Management students.

II. *Objective*: The objective is the preservation and promotion of the students' health.

III. *Facilities*: The Health Service maintains a close liaison with the Medical Service of the Department of Veterans' Affairs.

(1) *Medical Examination*. By order of the Board of Governors, a medical examination by the Health Service is compulsory for:

(a) Undergraduate students in their first year of attendance at the



University. This examination is to be completed within one month of registration. Thereafter, the examination is to be repeated following any serious illness or accident.

- (b) Any student whose domicile is not in Canada. This examination is to be completed annually within one month of registration.
- (c) Any student where the Health Service has reason to believe that such an examination is necessary in the interest of the health of the student or of the public.
- (d) Any student annually, before participating in organized competitive athletics. The Health Service shall have the right to debar any student on medical grounds from participating in athletics, and also to recall any athlete for examination.

An opportunity will be afforded annually for all students to have a medical check-up if they so desire.

- (2) X-ray Chest Survey for Pulmonary Tuberculosis. By order of the Board of Governors, the following groups of students must have an X-ray examination of the chest as arranged by the Health Service:
  - (a) All new students.
  - (b) All final year students.
  - (c) The following students annually:
    - (i) Medical students.
    - (ii) Students of the School of Nursing.
    - (iii) Students whose domicile is not in Canada.
  - (d) Dental students in their first year and last two years.
  - (e) Any student for whom it is considered necessary.
- (3) A Clinic Service. Any student may consult a Staff Physician at the Health Service between the hours of 9 a.m. to 4.30 p.m., Monday to Friday, and 9 a.m. to 12.30 p.m. Saturday, while the University is in session.

It is essential that students should develop a sense of personal responsibility for the preservation and promotion of their own health, and if they are not enjoying good health, they are urged to consult a physician at this clinic.

- (4) Athletic Injury Service. The University does not accept any responsibility for injuries sustained by students while engaged in physical education classes or in University athletic activities. At the discretion of the Director, however, treatment of minor conditions may be provided. Such treatment may be provided at the Men's and Women's Health Service and Hart House Surgery, under an agreement with the University Health Service. The expense of treatment obtained outside of the Department of Health Service will be met only if approved by the Director.
- (5) Health Education. The Health Service provides health education through individual consultations and at times by lectures on subjects related to the preservation and promotion of health.  
For students living away from home who have not a private physician, the following services will, when available, be provided for a nominal additional charge. In the case of students on rehabilitation grants,



these charges will be borne by the Department of Veterans' Affairs.

- (6) A Visiting Service. An initial visit only will be paid for advice and disposal. A nominal charge of \$1.00 during the day (9 a.m. to 6 p.m.) and \$2.00 at night (6 p.m. to 9 a.m.) is made for each visit and is payable to the Chief Accountant.
- (7) An Infirmary Service. This service is for the treatment of minor illnesses only, and is available from October 1st to May 15th, and during the actual session only. A charge of \$3.00 per day, payable to the Chief Accountant, is made to cover cost of meals, nursing and routine medications.

IV. *Appointments for Medical Examination.* Health Service examinations commence immediately after Labour Day in September. The examinations are by appointment only. The importance of keeping and being on time for the appointment as made, cannot be over-emphasized. Appointments for all faculties except Arts are made through the class president. Arts students and members of the other faculties who cannot conform to the times arranged through their class presidents, may contact the Health Service direct. Undergraduate students in their initial year of attendance at the University, students whose domicile is not in Canada, and all students, graduate or undergraduate, proposing to engage in athletic activities, will be examined first. The remaining years will be offered an opportunity for examination in succession, examinations being completed early in March. Appointments for X-ray examinations of the chest are made, if possible, when the student reports for his health examination, or through the class president, or by direct contact with the Health Service. The *Varsity* should be carefully watched for notices relative to all appointments.

V. *Communicable Diseases.* Any student who has suffered from one of the communicable diseases must report to the Health Service prior to returning to the University.

VI. *Students Whose Domicile is not in Canada.* All such students are required to submit with their formal application, a certificate by a qualified medical practitioner stating that:

- (1) the student is in good health and free from contagious or infectious disease, and fit to pursue his proposed course of study at this University.
  - (2) in addition, an X-ray film of the chest that has been made within one month of the certification, and shows no evidence of tuberculosis.
- They are further warned that their registration is conditional on their passing the required health examination by the University Health Service, which includes an X-ray of the chest and which must be completed within one month of registration.

VII. *Fee.* The Health Service Fee is \$5.00.

VIII. <i>Directory</i>	<i>Address</i>	<i>Telephone</i>	<i>Hours Open</i>
Health Service (Men)	43 St. George St.	Midway 9644	Monday to Friday, 9 a.m. to 5 p.m. Saturday, 9 a.m. to 1 p.m.
Health Service (Women)	43 St. George St.	Midway 2646	Monday to Friday, 9 a.m. to 5 p.m. Saturday, 9 a.m. to 1 p.m.

*N.B.* This office is closed during vacation periods. At these times, general information may be obtained from Health Service (Men), and those eligible for service may make an appointment to see Dr. Frances Stewart or her substitute at her private office, by telephoning KIngsdale 7537.

Hart House Surgery	Hart House	Midway 5838, Local 201	Monday to Friday, 5 to 6.30 p.m. (during actual session only).
Infirmary (Men)	42 St. George St.	Midway 3017	Open October 1st to May 15th.
Infirmary (Women)	Women's Union, 79 St. George St.	KIngsdale 8163	(during the actual session only.)

Accidents which occur after 6.30 p.m. (or 1 p.m. on Saturday), or which are of a sufficiently serious nature as to require immediate hospital attendance, should be taken:

*Men:* To the Emergency Department of the Toronto General Hospital, College Street.

*Women:* To the Emergency Department of the Women's College Hospital, 76 Grenville Street.

To obtain a physician after hours call KIngsdale 8163; if no answer, call KIngsdale 4141, and ask for the University Health Service physician.

## EXAMINATIONS

A candidate will not be admitted to an examination unless he has paid all the fees due from him.

Representations on the part of candidates with regard to the April examinations and application for consideration on account of sickness, domestic affliction, or other causes, must be filed with the Director of University Extension before April 30th together with doctor's certificates or other evidence. In the case of the October examinations such applications and certificates must be filed with the Director *before the close of the examinations.*

## CONDITIONS FOR ACADEMIC STANDING

In order to obtain standing at the annual examination of the First or Second Year a candidate must pass in all or all but three of the subjects of that year; in order to pass in a subject he must obtain at least fifty per cent. of the examination marks, as well as fifty per cent. of the aggregate of the term and examination marks in the subject on the basis of one to two respectively.

A student who obtains standing at the April examinations in all subjects except three may write supplemental examinations in these subjects in October. If he fails to obtain standing in all of these subjects, he cannot be admitted to the Second Year. If he wishes, under these circumstances, to continue the Course, he must repeat the work of the First Year.

A successful candidate will be graded in each of the subjects in which he has passed and in the course as a whole according to the following schedule:

Grade A—75% to 100%	Grade C—60% to 65%
Grade B—66% to 74%	Grade D—50% to 59%

## FEES

### *Fees for Men (First Year)*

Tuition (including library and one examination).....	\$240
Hart House.....	12
Students' Administrative Council.....	4
Health Service.....	5
University Athletic Association.....	3
Undergraduate Society.....	8
	<hr/>
	\$272

### *Fees for Men (Second Year)*

Tuition (including library and one examination).....	\$240
Hart House.....	12
Students' Administrative Council.....	4
Health Service.....	5
University Athletic Association.....	3
Undergraduate Society.....	8
Supplies for Ryerson Institute.....	5
Certificate Fee.....	5
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	\$282

### *Fees for Women (First Year)*

Tuition (including library and one examination).....	\$240
Students' Administrative Council.....	4
Health Service.....	5
University Athletic Association.....	3
Undergraduate Society.....	8
	<hr/>
	\$260

### *Fees for Women (Second Year)*

Tuition (including library and one examination).....	\$240
Students' Administrative Council.....	4
Health Service.....	5
University Athletic Association.....	3
Undergraduate Society.....	8
Supplies for Ryerson Institute.....	5
Certificate Fee.....	5
	<hr/>
	\$270

*Hart House*—Hart House provides for the activities of men undergraduates outside lecture rooms, and contains a dining hall, gymnasium, swimming pool, library and many other facilities.

*Health Service*—For description, see pages 12-15.

*University Athletic Association*—Membership in the Athletic Association entitles students to free admission to certain Varsity games and to the outdoor skating rink at the Stadium at certain times, and to other privileges. Institutional Management students, as they do not proceed to a degree, are not entitled to take part in intercollegiate competitions but may engage in intramural sports.

*Undergraduate Society*—The object of the Institutional Management Undergraduate Society is to promote such activities for its members as will add to their enjoyment of University life. The election of officers of the Society is held in October.

*Library*—A small library is maintained in the Institutional Management office, which contains books and periodicals of particular interest to Institutional Management students.

*Lodgings*—The University residences, with their limited accommodation, are not available to Institutional Management students. Out-of-town students may apply at the office of the Students' Administrative Council, Hart House, prior to the opening of the term, for assistance in locating rooming or boarding houses.

## SUBJECTS OF THE FIRST YEAR

*Accounting*—Opening of business, principles of double-entry bookkeeping, books of original entry, general ledger, subsidiary ledgers, wage records. Three hours a week.

*Advertising and Sales Promotion*—Market analysis, advertising planning, advertising media, preparation, appropriations, costs, personal selling, rate structure, handling reservations, copy appeals, writing of advertisements, preparation of folders, visits to engraving and printing establishments. One hour a week.

*Economics*—Introduction to Economics; growth of economic thought; social wealth; the price system; money, savings, investment and unemployment; statistics; population; wheat and newsprint in Canada; labour organization; production organization; current economic problems. Additional reading in Canadian economic history. Two hours a week.

*English*—English in the First Year is included in the syllabus for its cultural, practical and recreational benefits. It is believed that by a study of the more interesting and entertaining features of English Literature, and some association with the best literary styles, the student will become more proficient in his use of the English language which will be of inestimable value in his daily contacts with the public and his business associates. Two hours a week.

*Food Department Management*—The importance of establishing high standards and the need for better merchandizing, selecting and training food service personnel, promoting better public relations in the food department, storeroom control and routine, purchasing procedures and guides, care and storage of food, planning and equipping food service department, food patterns, food as a cultural symbol, the fundamental principles of normal nutrition, methods of food preparation and cooking, cookery terms, menu planning and food production control, food costs. Two hours a week.

*Law*—General principles of Commercial Law, including contracts, master and servant, principal and agent, bailment, rights and liabilities of hotel and inn-keepers at common law and under legislation, negligence. One hour a week.

*Psychology*—A consideration of the basic principles of human behaviour, with special emphasis on their application to the problems of business and industry. Two hours a week.



*Sanitation*—A course dealing with various aspects of environmental sanitation and including elementary bacteriology, spread of infection, water supplies, sewage, stream sanitation, refuse disposal, swimming places, recreational sanitation, insect pests, milk and food handling, public health legislation. One hour a week.

*Operating*—This deals with the actual operation of an Institution. In the First Year emphasis is placed on resorts. Lectures by men and women of practical experience include the following topics: choosing the location; hiring and management of staff; operational problems of the tourist operator; construction, maintenance and repair of buildings; maintenance and repair of small boats; entertainment; personal experiences of operators.

\**Forestry*—An introduction to Forestry; the economic importance of the forests to Canada, soil preservation, climate and tourist trade; destroyers of the forest, fire, insects, disease, their causes, effects and prevention. The identification of the more important coniferous trees of Ontario and some deciduous trees, their geographical distribution, technical properties and uses of their woods. One hour a week.

\**History*—The period of discovery by Spain; rivalry of other nations for colonies; North American races of 1500; beginnings of New France; exploration; French Institutions, church and government; economic development, fur-trade and land tenure; Talon, Laval, and Frontenac; problems of the British after the conquest; the threat from the American Revolution; the effects on Canada, the Loyalists and British Institutions; the War of 1812-14; economic development, immigration, transportation, schools; development of typical communities; political growth of Canada, 1800-1840; development of Northern Ontario. One hour a week.

\**Interior Decorating*—Suitable and practical decoration for city and resort hotels; draperies, rugs and upholstery fabrics with regard to attractiveness and durability; hospital decoration and colour from a therapeutic standpoint; colour theory as a basis for decorative schemes. One hour a week.

\**Natural History*—Game mammals, birds, and fish, and their conservation; the identification, distribution, habits and life histories of the more important game mammals, birds, and fish of Canada; conditions affecting the welfare of wildlife and methods of management; lectures with demonstrations on other common Canadian animals (mammals, birds, reptiles, amphibians, fish and insects) of interest to visitors to our vacation areas. One hour a week.

\*Any two of—Forestry, History, Interior Decorating, Natural History are required.

## SUBJECTS OF THE SECOND YEAR

*Accounting*—Preparation and interpretation of financial statements; banking; budgeting; inventory control; hotel accounts; hospital accounts; club accounts; summer resort and camp accounts; management problems. Three hours a week.

*Quantity Food Preparation*—Demonstrations and participation in practical work in the kitchen and bakery of the School of Food Technology, the Ryerson Institute of Technology. In the main the subjects dealt with are of a basic nature only, with some idea of the variations that can be used. It is not planned to train the students to become chefs, but to give them some practical knowledge of the operations in large kitchens. Three hours a week.

*Economics*—A study of the application of Economics to the operation of business enterprises with emphasis on institutions, demand, profits and business cycles. Two hours a week.

*English*—In the Second Year the English course is divided into two parts, and assumes a somewhat more practical aspect, being concerned in section one with grammar and composition and especially with letter writing—a good deal of time being devoted to practical work in the class. One hour a week.

The second section is intended to supplement the economics lectures by treating of the economic writings of English Literature with some consideration of style, content and influence. One hour a week.

*Institutional Engineering*—Fundamentals of applied science (mechanics, heat, electricity); plumbing; heating; air conditioning and ventilation; special applications—such as swimming pools, games rooms, etc.; cooking, laundry, etc.; refrigeration for food preservation, air conditioning, skating rinks; electrical equipment (power, lighting, miscellaneous equipment such as signals, protective devices, controls, etc.); general outline of construction and fundamentals of structural members; miscellaneous applications. Three hours a week.

*Operating*—This is conducted in the same manner as in the First Year. Executives in the industry give lectures on particular topics, and emphasis is placed on hotels, hospitals and clubs. The topics include: hotel organization; hotel house-keeping; front office procedure; the steward's department; smaller hotel departments; dining room service; hospital administration; club administration; wines and wine service; liquor licencing; fire precautions.

*Psychology*—A consideration of the developing personality; the aim of this course will be to discuss upon the basis of Psychology I, personality formation and action, with further emphasis on the psychological problems of management. Two hours a week.

\**Forestry*—An introduction to forestry; woodlands operations; the manufacture of pulp and paper; effects of the geological ice ages on our topography and soils; trees to plant, where, when, and how to plant them. A continuation of the identification of the more important deciduous trees of Ontario, their geographical distribution, technical properties and uses of their woods. One hour a week.

\**History*—The beginnings of British rule in Canada; the American Revolution, a study of its origins and effects; highlights of the U.S.A. history—constitution making, Monroe Doctrine, Westward expansion, the slavery problem, industrial expansion, U.S.A. as a world power; Canada's political growth, responsible government, Confederation movement, expansion of the system of 1905; relations with U.S.A., 1812, 1838, 1867, the modern era; trends in Confederation from 1880 to 1946, Dominion-Provincial relations, growth of Canada to nationhood under Laurier, Borden, Bennett and King; settlement of Ontario and her development. One hour a week.

\**Personnel Administration*—Definition of personnel work; sources of labour; methods of selection; testing as an aid to selection; job analysis; job specifications; wages; training of employees; benefit plans; employee records; handling grievances; organizing employees' recreation; employees' newspapers; working conditions; health and safety; company policies; labour legislation; trade unions and collective bargaining. One hour a week.

\*Any two of—Forestry, History, Personnel Administration are required.

*Subjects—General*—From time to time throughout the term, persons engaged in activities related to the industry address the students.

## SCHOLARSHIPS

The following scholarships are available to students in the Institutional Management Course:

*The Hotel Association of Ontario Scholarship*, an annual grant of \$250.00 from that Association, is awarded to the applicant of the first year making the best standing on examinations. This is payable during the second year in two instalments, half in October and half in January.

*The Dalton J. Caswell Scholarship*, an annual grant of \$100.00 from Mr. Dalton J. Caswell, Past President of the Hotel Association of Ontario, is awarded to the applicant of the first year making the second best standing on examinations. This is payable during the second year in two instalments, half in October and half in January.

*The Howard A. Fox Memorial Scholarship*, an annual grant of \$250.00 from the Hotel Association of Ontario, is awarded in February to the student of the second year who, in the opinion of the Institutional Management staff and in collaboration with the Executive of the Hotel Association, is most likely to succeed in the hotel business.

*The C.A.T.P.B. Bursary*, a grant of \$300.00 from the Canadian Association of Tourist and Publicity Bureaus, is awarded to a worthy student. This is paid in two instalments, in February of the first and of the second years.

## THE UNIVERSITY OF TORONTO GENERAL BURSARIES

The Board of Governors has established a fund to provide bursaries for deserving students who without financial assistance cannot continue their formal education. Further information may be obtained from the Director of University Extension, Room 222, Simcoe Hall.





